

**WORK SESSION
OF THE BRIGHAM CITY COUNCIL
TO DISCUSS IMPLEMENTATION OF CITY'S VISION
AND
PROPOSED GENERAL PLAN
JUNE 22, 2006
5:30 P.M.**

PRESENT:	Lou Ann Christensen	Mayor
	Jon Adams	Councilmember
	Holly Bell	Councilmember
	Alden Farr	Councilmember
	Reese Jensen	Councilmember
	Steve Hill	Councilmember
ALSO PRESENT:	Mary Kate Christensen	City Recorder
	Bruce Leonard	City Administrator
	Dennis Sheffield	Director of Finance
	Jim Buchanan	Director of Emergency Services
	Kevin Lane	Planning Commission Chair
	Joan Peterson	Planning Commission Member
EXCUSED:	Paul Larsen	Director of Economic Development

Implementation of City Vision

Mr. Dennis Gailey said change is not easy. If the Council is going to make changes, it is helpful to understand the dynamics of change. Anytime there is something new, people feel uncomfortable. This is normal. People want to stay in their "comfort zone." Without pressure, people will go back to their comfort zone. There has to be a plan that encompasses pressure, which can be a subtle thing.

There are four work styles: dominant people; influencers, or very verbal; steadiness; compliance. These work styles can and do disagree. It is important when talking to people about change that each of these work styles are taken into consideration. Any time there is a big change, it is like modeling clay. First, it has to be warmed up, then molded into the shape you want, then when it looks good, freeze it. Then it becomes permanent.

Mr. Gailey continued that there are several reasons things fail: 1) no one is driving the bus; 2) too many people trying to drive the bus; 3) no buy-in for the system; 4) no power to do it; 5) failure to have a plan; 6) taking on elephants; 7) no interest in what is being done; 8) no celebrations (celebrate successes), no understanding in change of teams, and no one understands the plan and how it all fits; 9) nothing in the system to keep the pressure on to do anything different.

Mr. Gailey said most effective teams consist of 5-7 members. Less than five and they do not feel they are empowered with enough people or resources to do what they want to do. More than seven and members think they do not have to go because no one will notice if they are not there, and members will sit back and not participate because the group is too big for them to speak up.

The Steering Committee, consisting of Mr. Larsen, Mr. Buchanan and Mr. Leonard, met several times to discuss the structure. The plan has to have the pressure mechanism in it to get results. They wanted it to be efficient, not redundant, workable and flexible. They also wanted to fully utilize all the community talent and staff. Whatever anyone does needs to be aligned with the total goal of Vision 2012, and they have to have specific goals and time tables to accomplish them. Also, there has to be someone driving it and coordinating it, under the Council's leadership. That will be Mr. Larsen, Mr. Buchanan and Mr. Leonard.

Mr. Gailey explained that Mr. Leonard's and Mr. Buchanan's presentation to the Council is what they will present to the committees, superintendents and then the employees. It is important that the Council commit to the vision's long-term plan. He added that in Corporate America, management does not change every four years as it does in government. This is a six-year plan. It is important that the Council keep the goal even though the Council may change.

Mr. Buchanan and Mr. Leonard gave the attached presentation that will be given to all the City's boards, committees, commissions, employees and citizens.

Mr. Buchanan said it is important that not only the Council and staff understand the vision, but the public as well.

Mr. Leonard explained that this presentation will be given in a general meeting with all the people identified as the players and partners and key staff. After the presentation, there will be breakout meetings to explain the goals and then schedule additional meetings to get started. Their goal is to have something to bring back to the Council by August 31. Mr. Gailey added that this will require 1-2 more meetings a month for some members of the boards and commissions. The Council could be going to 2-3 less meetings a month.

Mr. Gailey said it is important to get the buy-in on the goals. There are going to be mistakes, but it is still progress. He added that the worse thing the Council can do is not speak as one voice.

Councilmember Adams said the Council needs to remember that the City is not a private corporation, the City is a public service entity. This structure remains open until it goes to the public. If the City takes a closed plan to the public, there will not be the buy-in. He added that the budget has to change to reflect the new way of doing business. This is a major obstacle. If the Council appropriates money to go to one thing, that is where it should go. The Council cannot use existing line items and tell supervisors to do a different project with it. These are things that have to be worked out in the policy statements to make it work. He cautioned that the City is publicly funded, and while many of the concepts are the same, there are some things governed by law that the City cannot do that private businesses can. Councilmember Adams said where he has seen some of the things fail is when this is presented to a citizens group that serves in a volunteer capacity, they do not go through the budget process so they do not understand it. They can create expectations that cannot be met unless someone from the Council is there. Then it comes back to the Council and the Council finds that it cannot be funded because the money is not there. Mayor Christensen said if staff were assigned to these commissions they could keep them focused. Councilmember Adams said the Council will have to decide whether the project is within the law, and if the money is available in the budget. Councilmember Hill said the Council representative on the boards and commissions will have to remind them what can be done and what cannot be done due to budget constraints. Mr. Gailey said the boards and commissions will be told what the Council's goals are, but if the board members feel the goals are incorrect, they can bring it to the Council. Mayor Christensen said they are not going to be told how to accomplish the goals, the groups will come up with how they are going to solve whatever challenge they are given. Mr. Buchanan said one thing the Committee agreed on is that they will have to provide reports, whether quarterly or semi-annually, so the Council knows the progress. If a board member comes up with a goal that will cost \$1M, staff will know that it will have to go through the budget process. There needs to be a report mechanism so the Council knows if the Committee is doing what is supposed to be done.

MOTION: Councilmember Jensen made a motion to move forward with the visioning that is going to be implemented City-wide and work through it as we move along. The motion was seconded by Councilmember Hill and unanimously carried.

Mr. Gailey said they will try to have the general meeting within the next 30 days. The Mayor asked if the Council wanted a work session to go over the restructure and goals. The Council decided to add this discussion to the work session previously scheduled to discuss City facilities on July 11. Facilities will be discussed at 6:00, followed by a discussion on the visioning and goals at 7:30.

General Plan

Mr. Teuscher said Envision Utah prepared the primary section of this plan. The General Plan is in three sections. The first section is an introduction and background section. Section 2 is the goals and policies. This is the elements of the General Plan. It is the biggest section. The third section is the implementation section.

Section 1 gives the demographic profile of Brigham City. One interesting fact in this section is that Brigham City has a fairly high low-to-moderate income. There is actually more housing than there are low-to-moderate people that qualify in that price range. So there is excess capacity.

Envision Utah made a lot of recommendations for Section 2. Mr. Teuscher reviewed the changes the Planning Commission made to Envision Utah's recommendations. The biggest changes are in the Residential Section. They added a specific section "Moderate Income Housing." There is a recommendation in this section that is consistent with the EDA area. They added a section to look at a revolving fund to assist low and moderate income housing. Because the City has excess affordable housing, it is not an issue of building affordable housing. The biggest problem is that the affordable housing is getting older, and homeowners cannot afford to keep their houses up. Mayor Christensen said the thing that stood out most to her in this section is that 84% of the homes in Brigham City are in the low to moderate income range. Ninety-three percent of the renter occupied units are in the low to moderate income range. These two charts indicate that there are not any higher end homes in Brigham City.

Mr. Teuscher said Envision Utah is encouraging a shift away from block-style zoning and use a density-based zoning style. Envision Utah described very low density as "cluster estates density." The Planning Commission changed this because the way it was written clustering would only be allowed in very low density zoning. They removed the term "cluster" and described it as a design option, and created the "very low density range," the "low density range," the "medium density range," and the "high density range." Then they looked at the ranges and made some variation changes. For example, very low density is .27 units per acre; low density is three to six units; medium density is 7-10 units per acre; high density is 10-15 units per acre.

Mayor Christensen said her understanding is that the City is trying to create an environment where there are no sections of the City that are deemed for certain types of home, but a mixture of homes instead. For example, someone who lives in their home all their lives and then decides they want to build a smaller home on a smaller lot, would not have to move to another neighborhood. Mr. Teuscher said that is correct. When working with density, the term "lot size" is not used. It is how many units can be built onto a plot of ground. This is the biggest change made by the Planning Commission.

Mr. Teuscher said implementation of the General Plan includes three parts: 1) goal prioritization; 2) planning implementation; 3) public involvement. Implementation is done through the land use ordinances. The General Plan has philosophies, policies and recommendations; however, the way the General Plan is implemented is through the Zoning and Subdivision Codes. The first step in implementation is to adopt the General Plan, then re-write the land use ordinances. The subdivision ordinance is currently in work. It will be a lot more streamlined, so the process from the beginning of a subdivision to the end of a subdivision will take less time. If it is a small subdivision, it will be twice as fast. In exchange, the Council will give up some of the control. He said on a small 2-3 lot subdivision, a staff member will be appointed to act as the land use authority.

The next step is to keep the public involved. The public needs to be educated. Councilmember Bell expressed concern that the public does not really care until it comes time for them to utilize it. Mr. Teuscher agreed.

Mr. Teuscher said the General Plan can be adopted by resolution or by ordinance. He explained the difference between the two.

Motion: Councilmember Bell made a motion to bring the General Plan back to the Council for approval by ordinance on July 20, seconded by Councilmember Hill. The motion unanimously carried.

The meeting adjourned at 8:21 p.m.